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11 JUN 1963

MEMORANDUM FOR: Executive Committee

SUBJECT : Agency Briefing Program

1. This memorandum contains general considerations designed to serve as background material for discussion by the Executive Committee on the subject of how to obtain professionalism in briefing presentations made by all levels of agency personnel. It is our desire to outline a course of action which will result in certain standardization and hopefully vast improvement in this important area of communications. The purpose is twofold: to better serve the Director, DDCI, and other Senior non-agency Government officials; and to insure that the Agency imparts the best possible image in its external presentations to Congress, other Federal agencies, Department of Defense, [] and the public.

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2. Before pointing out areas for possible action, it is appropriate that we first clearly define the subject. This can be best done by categorizing the briefings by: (1) audience, (2) purpose and subject matter, (3) organizational element and/or individual most logically assigned briefing responsibilities in consideration of (1) and (2).

A. Senior U.S. Officials (Political): The President, White House Staff, National Security Council, the President's Foreign Intelligence Advisory Board, Congress. Briefings to the aforementioned audience cover the entire spectrum of the operations and management of the agency (general intelligence round-ups, specific area and country programs, and major areas of clandestine activity; administration, organization, and management of the agency). It is assumed that briefings for these audiences on the aforementioned subjects will be generally given by the DCI, the DDCI, and the Executive Director jointly with the Deputy Director concerned. It is also assumed that, when appropriate, a Division Chief would be called up to present technical and/or substantive briefings to the aforementioned groups.

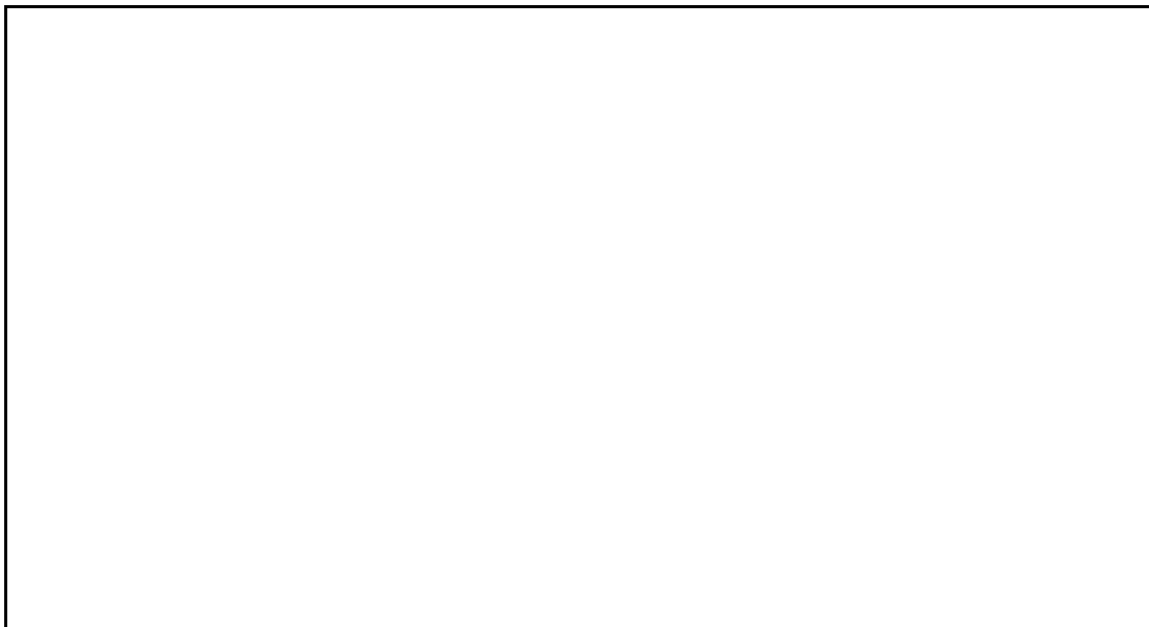
B. Senior U. S. Officials (Professional): Ambassadors and Senior Military Commanders. Briefings to these senior officials are coordinated and given by [] on the general mission and functions of the agency. When appropriate, the DD/P and/or his division chief present briefings regarding agency personnel,

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programs, and operations in the country concerned. The DDI/OCI representative may, on occasion, present special briefings on political and economic matters of particular importance.

C. "Junior" U.S. Official VIP's: AID Chiefs, MAC Chiefs, DCM's, Senior Attaches, and Military Commanders. Responsibility for administering these briefings rests with DDI/OCR and they primarily concern substantive intelligence material.



F. U. S. Government Institutions: Military Staff Colleges, Foreign Service Institute, Intelligence Schools, Advanced Career Courses, etc. Agency personnel participate as guest lecturers on the organization and functions of the agency. This program is coordinated by OTR, who has action responsibility on all invitations to speak at government schools. OTR is now in the process of compiling a register of outstanding speakers in the various components of the agency and has generally been able to meet the demand with top-notch speakers. However, there are still areas for improvement in that the Deputy Directors should insure that we put our best foot forward at such appearances, and that they should provide their best speakers for these affairs. This is an area where we can come up with one or two outstanding speakers from each major component.

G. Universities and Colleges: Unclassified addresses on the agency organization, mission and functions which are designed to

assist in our personnel procurement program.

H. Internal Agency briefings for the DCI, DDCI, Executive Director and Executive Committee (including briefings given to the DCI's Senior Staff Meetings):

1) Chief, DDI/OCI provides substantive intelligence round-ups on any area and is assisted by the OCI desk officer for specific substantive country briefings.

2) The DD/P and the area Division Chiefs concerned present summary briefings on significant meetings, conferences, symposiums [redacted]

3) The DD/P and the DD/R, assisted by the area and branch chiefs concerned, present briefings on area and country programs as well as specific projects. These briefings should be contrasted with a substantive intelligence briefing by OCI representatives in that the DD/P briefings are more by the way of "sensing things to come" as they may be affected by coups and military action which would have significant changes in the operational climate.

3. Paragraphs 4 through 6 below outline detailed recommendations for action in three areas (1) For action by the Deputy Directors--identify and categorize briefing officers; (2) For action by the Deputy Directors and Office of Training--reinstate the Intelligence Briefing course and program selected senior personnel through said course on a continuing basis; (3) For action by the Office of the Director and Deputy Directors--institute check list developed by [redacted] to supply briefing officers with sufficient information on specific briefings to enable the briefer to prepare his presentation in the most effective manner.

4. Taking into account the foregoing considerations of the audience, subject, and purpose of briefings, Deputy Directors should be made aware of the problems inherent therein and of the Director's concern over the shortcomings and inadequacies in the way many of these briefings are now handled. In many cases briefings are presented on an ad hoc basis by individuals lacking verbal facility who have not had the opportunity for professional advice on the strict mechanics of briefing techniques, and who may lack experience in giving formal briefings before being put on the spot at a high-level briefing. The Deputy Directors should make a concerted effort to identify individuals under their jurisdiction who fall into the following

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categories:

A. Category I. Senior individuals down to branch and desk chief level who are known to the Deputy Director concerned to have outstanding competence as briefers and who have repeatedly demonstrated their ability in this field. In this category include individuals who can speak on the general organization and functions of the major components and, where appropriate, indicate areas of substantive and/or technical expertise. In fulfilling briefing requirements outlined in paragraph 2 above, this category of officers should be the first ones called upon.

B. Category II. Key individuals down to branch chief level, who because of their substantive or technical expertise are frequently called upon for specific briefings. There are many individuals in this group who are potentially excellent briefers but presently lack the experience and training in briefing techniques. The Intelligence Briefing course (see paragraph 5 below) should be made mandatory for this group. It should be the responsibility of the senior training officer in each Deputy Directorate to schedule these individuals into the aforementioned course on a continuing basis.

C. Category III. Individuals occupying key positions who because of their substantive knowledge or expertise in technical subjects are often called upon for briefings, but who simply are not good public speakers and lack the potential for ever becoming experts in this area of endeavor. Though it may be an unpleasant task requiring delicate maneuvering, Deputy Directors should make conscious effort to avoid using these individuals as briefing officers in all but the most exceptional cases.

5. It is suggested that the Office of Training's contribution to an improved agency briefing program would be to reinstate a course previously given by OTR on two occasions in October 1960 and February 1961 called "Intelligence Briefing." A brief summary of course content follows.

A. The Intelligence Briefing course consists of instruction in and practice of the basic techniques of intelligence briefing. The methods of instruction are seminar discussion of briefing objectives and problems, preparation and delivery of assigned briefings, and class and instructor critiques of performance. A special instructional technique is the use of sound-film as a critique device.

B. The basic briefing techniques studied and practiced are platform techniques, audience and occasion analysis, substantive

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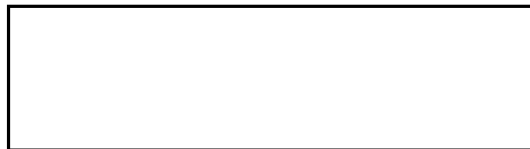
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organization, coherence and clarification devices, design and use of briefing notes, design and use of visual aids, answering questions, and briefing team techniques.

C. Briefing assignments are tailored to the areas of specialization and responsibility of the individual members of the class.

The course as previously administered normally covered a period of four weeks (6 hours a week in two sessions, for a total of 24 hours). It is recommended that this course or a modification thereof would be helpful in dealing with not only the mechanics of briefing techniques, but would afford individuals in Category II (paragraph 4 above) an opportunity to gain the needed experience in actual briefing presentations. OTR indicated they would reinstate this course upon request, but cautioned that in order for the course to do the job we want it to do, OTR must have strong backing from the Deputy Directors to ensure that key individuals needing such training are properly identified per paragraph 4 above and that these individuals are required to take the course regardless of grade, position, or work load.

6. The third and final area for action concerns "briefing the briefers." It not too infrequently happens that a top-notch briefer who is well versed on the substantive material has given a poor performance simply because he was not given proper information on the purpose, audience, and specific items to be covered. As a possible solution to this problem, it is suggested that the senior officers have a member of their immediate staff complete the attached check list which will then be provided to the briefing officer as far in advance as possible.



Lyman B. Kirkpatrick
Executive Director

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1 Attachment

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